



AUSTRALIAN ARMY

Army Headquarters

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See distribution

DCA DIRECTIVE 01/15

SOCOMD GOVERNANCE REMEDIATION

References:

- A. Electronic Supply Chain Manual
- B. Defence Security Manual
- C. eDEOP 101 Explosive Regulations
- D. Army Health Instruction 08 *Supply, Carriage, Issue and Administration of Scheduled Medications by Army non-medical Officers* of 01 Jul 14

SITUATION

1. **Background.** A series of recent notifiable incidents at SASR have demonstrated shortcomings in governance, security, safety and administration within SOCOMD. SOCAUST is accountable to CA for ensuring that units under his command adhere to extant policy and satisfy governance requirements.
2. **Purpose.** This directive details SOCAUST's responsibilities for remediation of current governance deficiencies within SOCOMD. It also tasks commanders and staff within Army to support SOCAUST. Support from other groups within the ADO will be requested where required.

EXECUTION

3. **General Outline.** SOCAUST is to identify and rectify deficiencies in governance within SOCOMD. SOCAUST is to conduct a comprehensive review of SOCOMD systems, processes and culture at unit and Command level in order to identify and address organisational risk and preserve capability. DCA and COMD FORCOMD will support SOCAUST through staff support, and through external review and validation. External agencies will be requested to provide expertise and support to this process, coordinated by Army Headquarters.
4. **Phases.** SOCAUST is to address Command and unit level governance in four phases:
 - a. **Phase 1 – Identify.** Identify non-compliance with governance standards within SASR, other SOCOMD units, and SOHQ, focussing on safety, security, training, logistic, administrative and health functions;
 - b. **Phase 2 – Remediate.** Remediate all deficiencies identified in the governance review;
 - c. **Phase 3 – Rectify.** Implement and embed mandated procedures and controls within unit routine to re-establish directed compliance requirements, and address any cultural issues associated with current deficiencies;

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- d. **Phase 4 – Validate.** Commission external validation of SOCOMD compliance once management controls are embedded in unit practices.
- 5. **Endstate.** SOCOMD achieves and maintains compliance with Army and Defence governance standards.
- 6. **Restrictions.** Phase 1 and Phase 4 activities will include or be led by external-to-SOCOMD personnel upon direction by AHQ.

Tasks and responsibilities

7. SOCAUST

- a. **Immediate tasks.** SOCAUST is to assess and remediate the following as a priority:
 - (1) Explosive ordnance safety, security and accounting;
 - (2) CCI accounting security and control;
 - (3) Controlled stores accounting and control;
 - (4) Vehicle management and control;
 - (5) Health governance including the supply and management of pharmaceuticals;
 - (6) Safety management;
 - (7) Security management;
 - (8) Fuels management and control;
 - (9) General stores accounting and control;
 - (10) HAZCHEM management;
 - (11) APS and military administrative governance (including pay and allowances, leave and other pers admin governance requirements);
 - (12) Procurement processes; and
 - (13) Maintenance management.
- b. **Ongoing tasks:** SOCAUST is to address the following areas on an enduring basis:
 - (1) Management of SOCOMD establishment and personnel postings to address governance risk;
 - (2) Conduct of individual training that supports specialist SOCOMD logistic and governance proficiency requirements;
 - (3) Development of SOCOMD-specific policy requirements where mandated ADO governance controls do not support particular aspects of SOCOMD unit operations; and

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- (4) Education, training and professional development of SOCOMD members in governance and management responsibilities.
8. **COMD FORCOMD.** COMD FORCOMD is to provide subject matter expertise and other support to SOCAUST as requested. This may include specialist assessment teams, specialist and general assistance to remediation activities, and other advice.
9. **DCA.** DCA Division will lead AHQ provision of subject matter expertise, coordination and administration. DCA will task ACAA to provide governance support, and to conduct evaluation of remediation processes and outcomes. DCA will coordinate external support from other groups and agencies.

ADMINISTRATION

10. **Key Timings.**
- a. 27 Mar 15: SOCAUST initial scoping complete.
 - b. 30 Apr 15: SOCAUST is to provide DCA a detailed plan of action.
 - c. 30 Nov 15: Remedial activities complete.
 - d. 30 Apr 16: All follow-on and auditing action complete.
 - e. SOCAUST is to provide a formal monthly progress report to DCA from 30 Apr 15.

COMMAND AND SIGNALS

11. DCA will maintain oversight of SOCOMD Governance Remediation on behalf of CA. AHQ and FORCOMD are to act in support of SOCOMD for the purposes of achieving this Directive.

CONCLUSION

12. Compliance and assurance are critical to Army capability. Implementation of this Directive will ensure that SOCOMD is best positioned to meet its ongoing governance responsibilities, thereby controlling enterprise risk and optimising capability delivery to Defence.



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Deputy Chief of Army

 March 2015

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